SAMPLE - Associate Check in Prompts

1 Week

- Is your tech all working?
- Any HR or training questions?
- What assignments do you have?
- Are people coming to say hi/are you meeting people?
- What can I help with?

4-6 weeks

- Tell me about what you are working on.
- Who are you working with?
- Have you been meeting with your mentor? Are you talking about big picture things?
- Are you getting good feedback - is it instigated by the supervisor or by you?
- How well do you feel like you know the people in your practice? In your office?
- Who are you eating lunch with?

10-12 Weeks

In the lead up to our meeting, please consider the following:

- What is something that can trigger a negative emotion in the workplace for you? (e.g., two of my "triggers" are losing control of my day as I had preplanned it and having someone question my efforts/intentions when I have truly tried hard and wanted to succeed)
- Is there a negative voice from your past you still hear sometimes – someone who said something negative to you that still comes up when you are stressed or challenged?
- Who is someone that was a true support for you in your life – a teacher, mentor, friend? Does their advice or support ever come out when you are challenged?
- What are you working on that you're proud of or excited about?
- What's been hard lately, and how have you been navigating it?

We may not get to all of them, but hopefully it will be a helpful and productive conversation!

16-18 Weeks

Regular check in:

- Tell me about what you are working on.
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22-24 Weeks

Reflect back on the last 6 months or so.

- What have you learned?

SAMPLE - Associate Check in Prompts

- What would you like to focus on learning next?
- What goals have you met?
- What new goals do you have?
- What obstacles have you encountered? How have you handled them?
- If you were to tell a close friend about this job - what would you say are the best parts? What are not so great parts?

28-30 Weeks

Regular check in:

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34 Weeks

- How would you describe communication within your PG? Do you notice people playing different roles? What role do you play? What role would you like to play?
- Where are you getting the most support from the firm? Where could you use more support?
- How often are you talking to someone outside of your practice group? How many people outside of your practice group would you say you interact with on a weekly basis?
- On a scale of 1-10 (1 being very low and 10 being very high), how would you rate:
    - Your satisfaction with the type of work you are getting
    - Your satisfaction with how you are supervised
    - Your satisfaction with how the firm supports your personal well-being
    - Your satisfaction with the firm's culture
    - Please rate statement "The firm treats me equitably and fairly with regard to how I receive my work, how I am mentored, and how I am reviewed."
- The above can also be done by survey at about this time, with results discussed at the 34 week meeting.

40 Weeks

Regular check in:

- Tell me about what you are working on.
- Who are you working with?
- Have you been meeting with your mentor? Are you talking about big picture things?
- Are you getting good feedback - is it instigated by the supervisor or by you?
- How well do you feel like you know the people in your practice? In your office?
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46 Weeks

- Who at IM has a career that you admire? What specifically about their career do you admire? Have you told them that/asked for their advice?

SAMPLE - Associate Check in Prompts

- When you think of a career sponsor, what does that mean for you? What supports would be most useful to you at this point in your career?

52 Weeks

Handoff meeting with Attorney Talent Manager who liaises with practice group:
For our next meeting, we are going to meet jointly with [name]. I know you have already had occasion to meet her but going forward she will be your primary contact for development, workflow, mentoring and other career questions. I will still be here if you ever need me, of course!

Some things we will talk about:

- Refresher on goals from this past year and goals you have set going forward
- What PD practices have you developed? Do you still want to develop?
- What ways will you contribute to the firm community in the next 12 months? (Interviewing, committee work, pro bono, etc.)
- What is the biggest challenge you are facing currently?
- What exciting things lie in the near future?
- How can Professional Development best support you?
- Are there particular skills you'd like to develop or want more experience in
- Are there people you'd like to work with but haven't gotten the chance to yet.
- Is your job what you expected when you accepted it? If not, where has it differed?

NALP 2023 AEC

That Law Firm Life:
Ensuring the Success of Underrepresented Attorneys from Hiring to Alumni Status

Pascale Bishop

Manager of Attorney Integration

IceMiller

Michelle Jackson

Director, Pathway & Recruitment Innovations

Diversity Lab

Sandy Minea

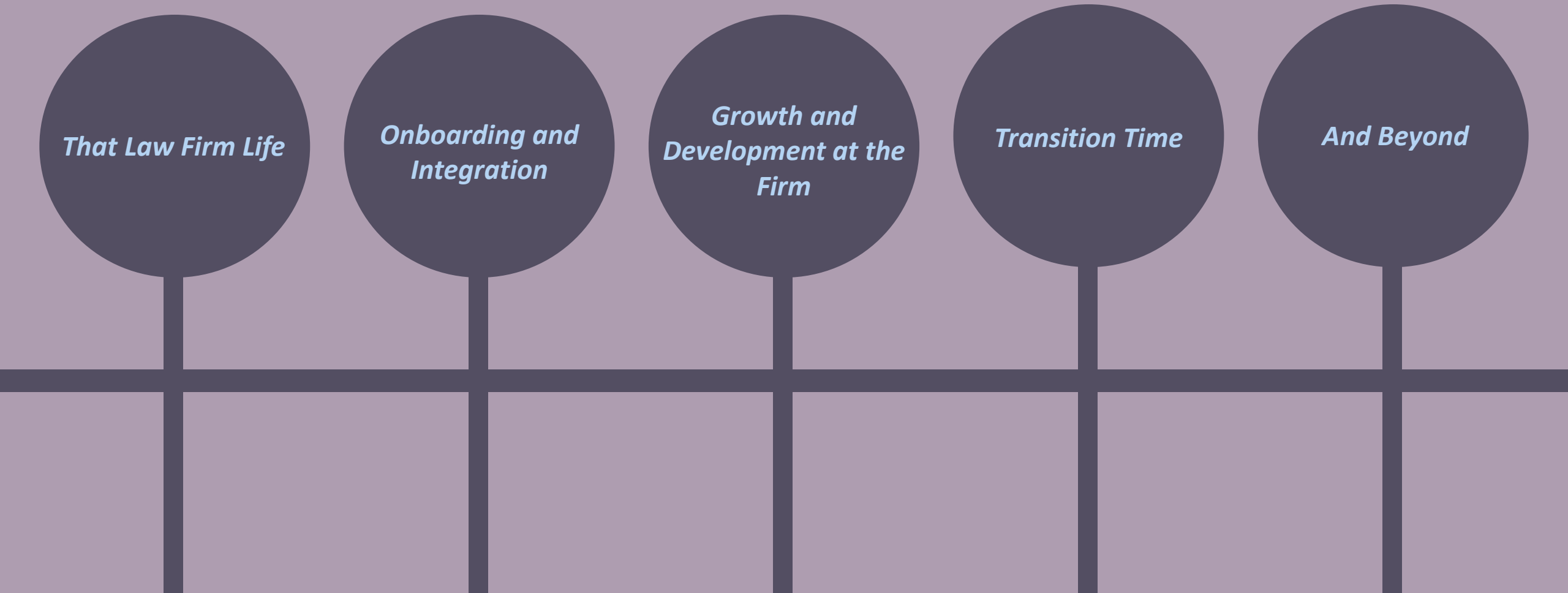
Senior Attorney Development Manager

Greenberg Traurig

Chante Spann

External Career Ops Manager

Sidley Austin


That Law Firm Life
Onboarding and Integration
Growth and Development at the Firm
Transition Time
And Beyond

Scenarios

Resources

Timing and Touchpoints

Tips for Combatting

Challenges

Onboarding and Integration

Scenarios

Resources

Timing and Touchpoints

Tips for Combatting

Challenges

- Limitations of your role
- Time and resources gap - yours and theirs
- Difference in personal experience

Scenarios

Resources

Timing and Touchpoints

- Build every step of your process for the person who needs it most. Not for CHET WABNEM.
- Start before they start – Designate a pre-boarding contact
  - Entry Interview
  - Provide Resources
  - Authenticity (Yours)
  - You are their person
- Make Every Step Equitable
  - Communications
  - Reminders
  - Across Departments
- Well-Being
  - Everything, everywhere…ALL THE TIME!
  - Model It
- DON’T
  - Assume
  - Gloss Over

Tips for Combatting

Challenges

- Like voting in Chicago…early and often
- Communication should be frequent and varied
- Don’t disappear!
- Invite yourself!

- Partner with DE&I/Affinity Groups (of course!)
  - Before
  - During
  - Always
- Make connections everywhere!
- Create a library and a resource bank

Scenarios

Resources

Timing and Touchpoints

Tips for Combatting

Challenges

Scenarios

Resources

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Growth and Development at the Firm

Scenarios

Resources

Timing and Touchpoints

Tips for Combatting

Challenges

- Underrepresented don’t see themselves represented
- Lack of mentorship/sponsorship
- Navigating unique issues
- Sometimes they are the first

Scenarios

Resources

Timing and Touchpoints

- Consider All Programming and Resources
  - Work with DE&I team to ensure representation of all attorneys as speakers
  - Develop a system for planning programs through a DE&I lens
  - Include specific points for underrepresented attorneys so ALL can hear
  - Specific programs on topics certain groups need in particular
  - Firmwide DE&I programming, and resources builds empathy and educates
  - Targeted support programming
  - Dedicated marketing and branding resources
- Outreach
  - Direct outreach to underrepresented attorneys to ensure they have development resources they need
  - Undertake regular needs assessments from both affinity groups and individuals – don't assume
  - Proactively ensure mentorship/sponsorship and reinforce importance
- Firmwide Actions
  - Billable time for DE&I and Community/Civic Activities
  - Mansfield PLUS Certification
  - Attorney Development Managers working closely with office leaders on associate issues to be an extra accountability with their eye on what is going on

Tips for Combatting

Challenges

Scenarios

Resources

- Any time you do a program
- Annual check ins with individuals AND affinity groups

Timing and Touchpoints

Tips for Combatting

Challenges

Scenarios

- Affinity groups
- Programming
- Mentors/Sponsors (and training to go along with it)
- PD, DE&I, and Marketing Collaboration

Resources

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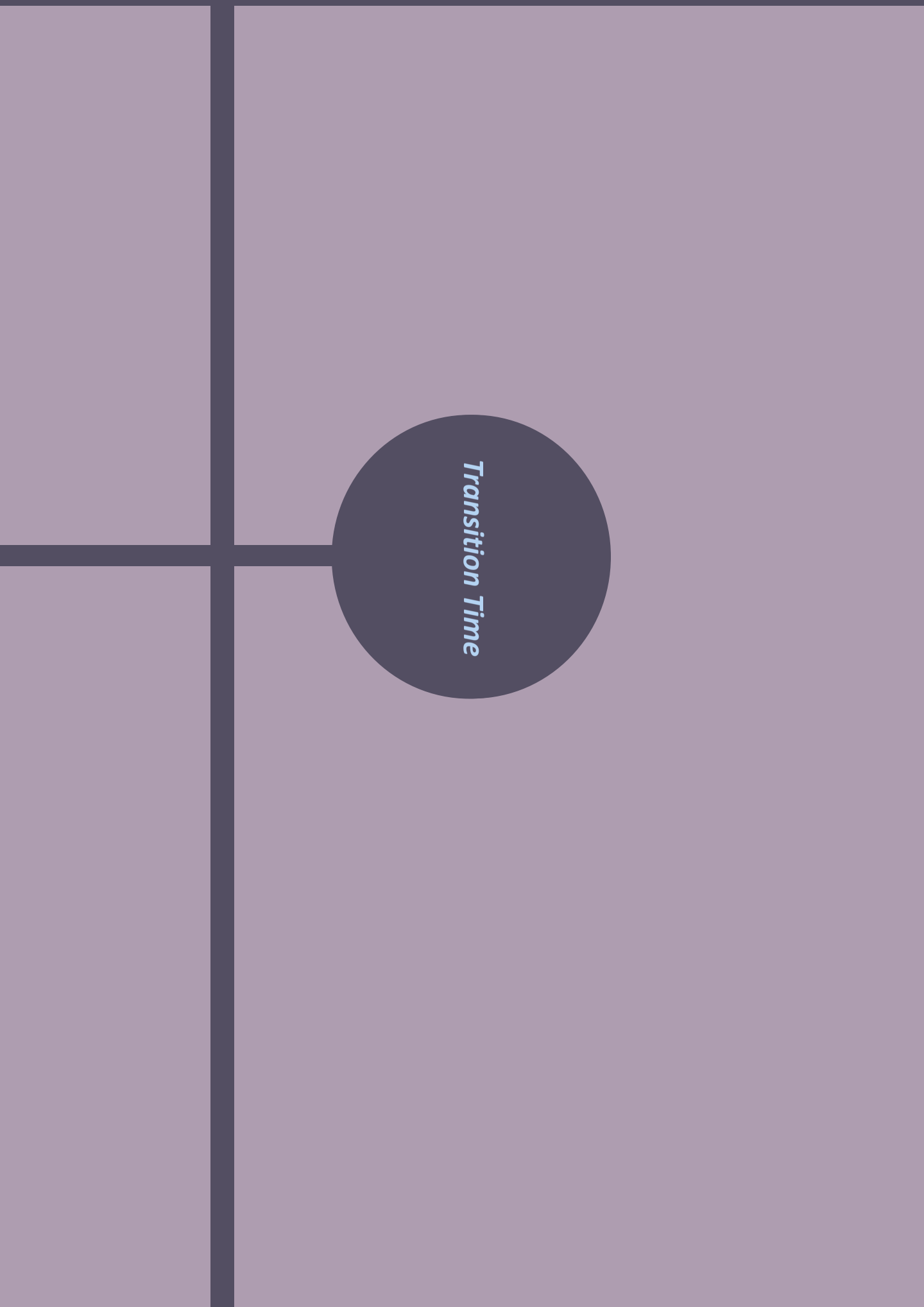

- Job searching takes time and they are busy!
- They may want to leave because of a negative experience
  - Adequate support/mentors/sponsors
  - Firm culture, politics, and business models
  - Their perception is their reality
- Helping them identify and feel comfortable using their network
  - The SUPER-confidential job search
  - This may be first job search outside of OCI and working with recruiters

- Make effective use of your time with them
- Integrate powerful open-ended questions in your sessions
- Help them identify useful resources and help them feel empowered to use them
- Coach them to connect with affinity bar associations and the local legal community
- Offer creative ideas to networking objections
- Communicate feedback to other firm professionals and committees

- Inform them about your services long before they are needed
- Again, finding a job (typically) takes time
- Alumni department should conduct regular outreach to firm alumni

- Internal
  - Professional development professionals
  - DEI professional
  - DEI committee (and committee members)
  - Affinity groups at the firm
  - Firm lawyers
  - Firm alumni professional and alumni
  - Secondments
- External
  - Reading Materials
  - Linkedin
  - Bar associations and other organizations
  - Law school and undergraduate alumni network

Scenarios

Resources

Timing and Touchpoints

Tips for Combatting

Challenges

Scenarios

Resources

Timing and Touchpoints

Tips for Combatting

Challenges

And Beyond

Scenarios

Resources

Timing and Touchpoints

Tips for Combatting

Challenges

- You aren’t in constant contact
- Making the business case

Scenarios

Resources

Timing and Touchpoints

- If you build it, they will come
- Mutual benefit
- Other benfits

Tips for Combatting

Challenges

- Static locations; dynamic resources
- Deliver content in many ways
- Contact should be regular, predictable, and consistent

Scenarios

- Alumni portal
- Newsletter
- Individual outreach (where applicable)

Resources

Timing and Touchpoints

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